
Management Board

Business Planning Timetable for 2012/13

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Purpose

1. This paper proposes an outline timetable for business planning for 2012/13.

Action for the Board

2. The Board is invited to confirm that they are content with this timetable.

Consultation

3. The Directors of Finance, Financial Management and Savings have been consulted.

Background

4. The business planning process has been subject to an internal audit review during 2010/11. While the report is yet to be finalised (and management will need to consider its response) some of the suggested areas for improvement are as follows:
 - There should be greater clarity over the business planning process at the outset. Roles, responsibilities, outputs and timetables should be properly defined.
 - There should be greater integration between business and financial planning.
5. As a first step to addressing these points a draft timeline for the 2012/13 business planning process has been drawn up and is shown in the Appendix. It is informed by key milestones in the Savings Programme and for the development of a new finance plan, set out in a note circulated to the Board by the Director of Finance. The proposed business planning timetable was included in her paper, noting that it had yet to be discussed by the Management Board.
6. This timetable proposes that the Management Board should start to consider its strategic priorities for 2012/13 in September, by which point the direction of travel for the seven savings strands should be much clearer. This may be an appropriate point for the Board to reconsider the strategic plan. A first draft of the corporate business plan will be produced before Christmas, informed by the new finance plan being developed by the Department of Finance.

Commission and departmental annual reports

7. The timetable for the Commission Annual Report is based on working back from the Commission's July meeting. It is proposed that departmental reports should be completed by the end of May 2011; this will ensure that departmental achievements can be fully reflected in the Commission Annual Report.

Jane Hough
April 2011

Appendix: Timetable for 2011 planning

	Meetings	Financial planning			Business planning (provisional - to be agreed with Management Board)	
		Savings programme	Programmes & projects	Challenge process		
Apr	MB 28 Apr	Work on seven strands led by assigned Board member ↓	Departmental investment plans updated ↓	FMD issue 2010/11 review templates to departments	Board agree timetable for Commission and dept annual reports annual reports	
May	F&S 11 May Comm 16 May MB 19 May		Savings identified from existing investment plans agreed with departments	2010/11 stewardship report prepared for MB	Further analysis of template returns by Dir Fin	OCE launch dept annual report exercise ↓
				Review of non-cash budget management		Deadline for completion of dept annual reports
				Jun	Joint HC/HL 14 Jun F&S 15 Jun Comm 20 Jun MB 29 Jun	Revised departmental investment plans to strategic boards (eg PEB, PICTAB)
Jul	F&S 6 Jul Comm 11 Jul MB 22 Jul	Outline 2012/13 to 2015/16 finance plan prepared by D Fin			MB agree Commission A/R	
Aug					Comm agree A/R	
Sep	F&S 7 Sep Comm 12 Sep MB 22 Sep	Consultation process between Management Board and F&S continues with supporting work as required			Board workshop on strategic priorities for 2012/13 (and revisit strategic plan)	
Oct	F&S 12 Oct Comm 17 Oct MB 20 Oct F&S 2 Nov	Sign off new finance plan by the Management Board			Define/agree business planning process for 2012/13	
Nov	Comm 14 Nov MB 23 Nov F&S 30 Nov	Sign off new finance plan by F&S			Draft corporate plan 2012/13	
Dec	Comm 12 Dec MB 14 Dec	Commission agree new finance plan Sign off 2012/13 Estimate			Draft dept plans 2012/13	
Jan					Challenge dept plans	
Feb					Complete corporate plan	
Mar					Complete dept plans	

Note: All dates for the financial planning streams are as per the note from Director of Finance circulated to departments on 12 April.